



Naval Postgraduate School

Executive MBA Program



WWW.EMBA.NPS.NAVY.MIL



Purpose

- Highlight the rationale for the NPS Defense-focused Executive MBA (EMBA) program
- Outline the EMBA application process
 - Student qualifications
 - Application procedures
 - Points of contact



Navy Vision

Strengthen URL officer corps through substantive, career-long Professional Military Education (PME)

- **Incorporate all education programs into a coordinated plan designed to equip URL officers with the right knowledge and skills at the right time**
- **Provide innovative and flexible ways to deliver high quality PME to our URL officers**
- **Incorporate PME as key milestones for billet assignment and career progression**

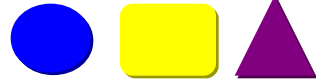


Navy PME Continuum

(Integrated with Leadership Continuum)

P
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PRIMARY
(01-03)

**INTERMEDIA
TE**
(04)

SENIOR
(05-06)

-----TACTICAL, TECHNICAL,
ANALYTICAL-----

-----BUSINESS, EXECUTIVE,
STRATEGIC-----

-----LEADERSHIP, MANAGEMENT, OPERATIONAL-----



NPME



GRADUATE EDUCATION



JPME

**PME Opportunities Available through Multiple
Delivery Methods: Resident, Non-Resident, Full-
time, Part-time, Off-Duty, & Web-Based**



NPS Mission

**“Provide relevant and unique advanced education and research programs in order to increase the combat effectiveness of U.S. and Allied armed forces and enhance the security of the United States.”
(NPS Strategic Plan)**



“We would like all URL officers to have a graduate education designed to prepare them to lead modern naval operations, and will take every measure necessary to ensure that the majority of URL officers have the opportunity to complete graduate studies.” (NPS Strategic Plan)



NPS Enrollment Trends

<u>NPS</u>	<u>1995</u>	<u>2004</u>	<u>% Decrease</u>
Total Students	1606	1483	- 8%
URL Officers	686	336	-52%

Where are the URL Officers?

How do we address the problem?



“NPS must provide education to officers wherever they are...”

(NPS Strategic Plan)

...the NPS mission includes finding ways to provide graduate education not only to those officers who can come to the Monterey campus, but also to those who cannot.



EMBA Program Rationale

**Why an EMBA for Navy
URL officers - - -?**

**Because the Navy is a
\$100B++ Annual
Business!!**

“...it is important that our leaders understand sound business practices so that we can provide the greatest return on the taxpayer’s investment.”

**ADM Vern Clark, USN
Chief of Naval Operations**



The Business End

Total Obligation Authority - TOA

FY03

FY04

FY05

**DOD TOA = \$368B \$381B
\$402B**

USN TOA = \$108B \$112B \$119B

“ We’ve got to figure out a way to get people to recognize the possibility for resource expenditure for every decision they make. There is no free lunch here.”

**ADM William Fallon, USN
Commander Fleet Forces Command**



**What is a Defense-
focused EMBA?**

**How does it differ from
the NPS resident MBA
program?**



MBA Curriculum at

NPS

- Introduced in January 2002 to replace MS Management degree programs
- Defense-focused curriculum...specifically relevant to U.S. military officers
- Starts twice yearly...January and July
- Uses “cohort” model...team of students progress through all courses together
- 18-21 months of full-time in-residence study
- Four core parts:
 - Business Core (37 credit hours)
 - Mission-Related Core (16 credit hours)
 - Curricular Concentration (24+ credit hours)
 - Master’s Application Project or Thesis
- 96 credit hours plus IPME Phase I



MBA Curriculum at

NPS

- **MBA encompasses six major curricula with specialization tracks in:**
 - **Acquisition and Contract Management**
 - **Financial Management**
 - **Logistics/Supply Chain Management**
 - **Information Management**
 - **Manpower Management**
 - **Defense Management**
- **DAWIA Level III certification available (finance, acquisition, contracting, logistics)**
- **Graduates awarded Master of Business Administration degree**
- **First MBA class graduated in June 2003**



EMBA Program Foundation

- **Unique, relevant Defense management focus...to prepare officers for future senior leadership assignments**
 - Analytical and critical thinking skills needed to make strategic resource decisions under conditions of uncertainty
- **Delivered as a 24-month, part-time graduate program via distance-learning (two-way VTE)**
- **54 credit hours in four areas:**
 - Financial Management (15 hours)
 - Acquisition and Program Management (9 hours)
 - Systems Analysis/Managing Change/Strategy (11 hours)
 - Other Management Functions: E-Business, Operations Management, Public Policy, etc (14 hours)
 - Plus the Capstone EMBA Project (5 hours)



So...what are the Differences?

MBA

- Earlier/Full time
- College
- Time Flexible
- 96 Credit Hours +JPME
- Developing Leaders
- Tools/Processes

EMBA

- Later/Part time
- Experience
- Inflexible
- 54 Credit Hours
- Proven Leadership
- Strategic/Analytical

Both are Defense-Focused Graduate Programs



NPS EMBA Program Structure

- **Cohort group of 25 for cost efficiency... minimum of five students per site**
- **One week TDY trip for EMBA introduction at NPS in Monterey CA...including a two-credit course in “Management of Teams”**
- **VTE real-time course delivery to classroom facility at duty station site(s)...Web supported**
- **Defense/Navy focus in acquisition and financial areas**
- **Tuition/delivery costs paid by Navy**
- **Students pay only for course books and supplies**
- **Graduates awarded Executive Master of Business Administration degree from NPS (first 12 EMBA's graduated on 18 June 2004)**
- **Navy P-code 3100 (General Resource and Acquisition Management) assigned for detailing purposes**



EMBA Degree Details

- Rigid 24 month schedule for entire cohort...cannot join after the cohort begins studies
 - Duty station stability for the entire program
- Eight 10 week quarters...time for leave at Xmas and early summer
- One full day of classes/week during duty hours
- Focus on Defense Finance and Acquisition...54 credit hours of graduate study....37 hours in MBA core business courses + 17 hours of DoD concentration studies
- Commanding Officer must endorse application for EMBA enrollment
 - TDY \$s for one-week EMBA indoctrination plus two credit hour course in Managing Teams
 - Commitment of duty time for class attendance



EMBA Courses

Quarter 1

Organizations as Systems and Structures (3)

Financial Reporting and Analysis (3)

Quarter 2

Systems Acquisition and Project Management I (3)

Economics for Defense Managers (3)

Quarter 3

Systems Acquisition and Project Management II (3)

Cost Management (3)

Quarter 4

Analytical Tools for Decision Making (3)

DoD Mission and Resource Determination (4)



EMBA Courses (Cont'd)

Quarter 5

**Managing Complex
Change in the DoD
Environment (3)**

**Financial Control Systems
(3)**

Quarter 6

**Operations Management
(4)**

**E-Business for Defense
(3)**

Quarter 7

**Strategic Resource
Management (3)**

**Policy Making in the DoD
Environment (3)**

Quarter 8

**Strategic Acquisition
Management (3)**

**Capstone Project/Seminar
in Defense Management
(5)**



EMBA Student Qualifications

- **CDR/LCDR desired... senior LT acceptable with CO endorsement**
- **Department Head desired, Division Officer acceptable**
- **Academic Profile Code (APC) = 245 with undergraduate degree**
 - **2 = 2.60 GPA**
 - **4 = two pre=calculus courses, B average**



What Else Should You Ask?

- **Payback for the EMBA degree program is.....?**
 - **Current policy is 3 years after completing the EMBA program and receiving degree**
- **Will the EMBA help me compete for future assignments and on selection boards?**
 - **Navy policy is clear...PG degrees are desired for senior leaders, and will be considered by promotion boards**




EMBA Program Horizon

- **FY-04 cohorts formed in Fleet Concentration Areas (FCAs) Norfolk and San Diego**
- **FY-05 rollouts in same FCAs in October 2004 and April 2005...with expansion to new satellite sites**
- **NAVADMIN 139/04 DTG CNO Washington DC 161849Z JUN 04 released announcing details**
- **Interested officers can start now at EMBA web site www.emba.nps.navy.mil by submitting an interest form with all required info**

Interest Form = <https://www.nps.navy.mil/emba>



How Do I Apply for the Next Cohorts?

- Next cohorts are forming in FCAs Norfolk and San Diego with classes beginning in October 2004 (and April 2005)
 - Satellite sites with five or more students will be considered
 - Examples of potential satellites include Jacksonville/Mayport, FL; NAS Whidbey Island, WA; and Pearl Harbor, HI
 - Timeline for October 2004 classes:
 - 13 AUG 04 - All applications due at NPS EMBA program office (on-line EMBA interest form, college transcripts, and letter of endorsement and support from Commanding Officer)
 - 16-18 AUG 04 - EMBA Admissions Team selects candidates
 - 19-20 AUG 04 - EMBA acceptance notification letters sent via email
 - 20-24 SEP 04 - EMBA orientation at NPS
 - 29 SEP 04 - First week of EMBA cohort classes
-  **If you're interested, start the process NOW!!**
- East coast - Wednesdays beginning at 1300 local
 - West coast - Fridays beginning at 0800 local



EMBA Application Process

- **Personal letter via chain of command requesting consideration for EMBA program**
- **CO endorsement includes support for on-duty instruction and TDY funding for NPS orientation travel**
- **Must include copy of undergraduate transcripts**
- **Send via fax to speed up the process**

831-656-3630



Defense-Focused EMBA Points of Contact

- EMBA Program Office at NPS Monterey CA
CAPT Pat Flanagan, SC, USN (Ret)
 - email: pjflanag@nps.edu
 - phone: 831-656-2507
 - fax: 831-656-3630
- San Diego: CAPT George Zolla, USNR (Ret)
 - email: gazolla@nps.edu
 - phone: 619-556-3282
- Norfolk: Ms. Marti Brooks
 - email: mgbrooks@nps.edu
 - phone: 757-410-9040

EMBA Web site: www.emba.nps.navy.mil



Questions?